American Cities of the Future 2011/12 Winners

IN THE FIRST EVER FDI RANKING OF CITIES ACROSS THE AMERICAN CONTINENTS, NEW YORK HAS BEEN CROWNED THE LEADING AMERICAN 'CITY OF THE FUTURE' FOR 2011/12. **JACQUELINE WALLS** REPORTS ON THE LEADING PERFORMERS ACROSS THE REGION

ew York been ranked as the top city in fDi Magazine's first 'American Cities of the Future' ranking. The city also claimed top position in the sub-category 'North American City of the Future' for the second year running, with Chilean capital Santiago being awarded the 'Latin American City of the Future'.

Cities based in the US and Canada dominated the overall American Cities of the Future rankings, with New York, Chicago and Houston claiming the top three positions. The new ranking combined fDi's existing North American Cities of the Future ranking with a new Latin America ranking.

New York shines again

The top three 'North American Cities of the Future' remained unchanged from the previous ranking, as New York, Chicago and Houston maintained first, second and third positions, respectively. New York topped many sub-categories, including economic potential, infrastructure and business friendliness. This success can be partly attributed to the large number of FDI projects into the city over the past decade.

Although Canadian cities Toronto and Montreal did not appear in the top 10 in the North American Cities of the Future ranking in 2009, both cities improved in 2011 to claim fourth and sixth place, respectively. Atlanta and Boston also re-entered the top 10, ranking fifth and seventh, respectively.

Santiago top in Latam

Santiago was crowned **fDi** Magazine's first 'Latin American City of the Future'. According to the **fDi** Markets database, which tracks crossborder greenfield investment, Santiago has attracted 84 FDI projects since 2003, with almost a fifth of these projects involving a capital investment of more than \$100m.

Lima (Peru), Monterrey (Mexico), Bogotá (Colombia) and San José (Costa Rica) completed the top five Latin American Cities of the Future. Mexican cities made up four of the top 10 cities in the Latin America category, while the Colombian cities of Bogotá and Barranquilla also featured, ranking fourth and eighth, respectively.



TOP 10 OVERALL AMERICAN CITIES OF THE FUTURE (AND NORTH AMERICAN CITIES OF THE FUTURE) 2011/12

RANK	CITY	STATE	COUNTRY
1	New York City	New York	US
2	Chicago	Illinois	US
3	Houston	Texas	US
4	Toronto	Ontario	Canada
5	Atlanta	Georgia	US
6	Montreal	Quebec	Canada
7	Boston	Massachusetts	US
8	Austin	Texas	US
9	Miami	Florida	US
10	San Jose	California	US

TOP 10 LATIN AMERICAN CITIES OF THE FUTURE 2010/11

RANK	CITY	STATE	COUNTRY
1	Santiago	Santiago	Chile
2	Lima	Lima	Peru
3	Monterrey	Nuevo Leon	Mexico
4	Bogotá	Capital District	Colombia
5	San José	San José	Costa Rica
6	Guadalajara	Jalisco	Mexico
7	Querétaro	Querétaro	Mexico
8	Barranquilla	Atlantico	Colombia
9	Hermosillo	Sonora	Mexico
10	São Paulo	São Paulo	Brazil

TOP 10 MAJOR CITIES OF THE FUTURE

RANK	CITY	STATE	COUNTRY
1	New York	New York	US
2	Chicago	Illinois	US
3	Houston	Texas	US
4	Toronto	Ontario	Canada
5	Atlanta	Georgia	US
6	Montreal	Quebec	Canada
7	Boston	Massachusetts	US
8	Austin	Texas	US
9	Miami	Florida	US
10	San Jose	California	US

TOP 10 MAJOR CITIES COST EFFECTIVENESS

RANK	CITY	STATE	COUNTRY
1	Rosario	Santa Fe	Argentina
2	Córdoba	Córdoba	Argentina
3	Mendoza	Mendoza	Argentina
4	Managua	Managua	Nicaragua
5	Santa Cruz	Santa Cruz	Bolivia
6	Tegucigalpa	Francisco Morazán	Honduras
7	Lima	Lima	Peru
8	Quito	Pichincha	Ecuador
9	León	Guanajuato	Mexico
10	Arequipa	Arequipa	Peru

TOP 10 MAJOR CITIES INFRASTRUCTURE

RANK	CITY	STATE	COUNTRY
1	New York	New York	US
2	Los Angeles	California	US
3	Chicago	Illinois	US
4	Baltimore	Maryland	US
5	Toronto	Ontario	Canada
6	San Francisco	California	US
7	Montreal	Quebec	Canada
8	Boston	Massachusetts	US
9	Houston	Texas	US
10	Miami	Florida	US

TOP 10 MAJOR CITIES FDI STRATEGY

RANK	CITY	STATE	COUNTRY
1	Houston	Texas	US
2	Chicago	Illinois	US
3	Miami	Florida	US
4	Austin	Texas	US
5	Toronto	Ontario	Canada
6	Montreal	Quebec	Canada
7	Atlanta	Georgia	US
8	New York	New York	US
9	Boston	Massachusetts	US
10	Calgary	Alberta	Canada

TOP 10 LARGE CITIES OF THE FUTURE

RANK	CITY	STATE	COUNTRY
1	Pittsburgh	Pennsylvania	US
2	Halifax	Nova Scotia	Canada
3	Charlotte	North Carolina	US
4	Mississauga	Ontario	Canada
5	Las Vegas	Nevada	US
6	Victoria	British Columbia	Canada
7	Windsor	Ontario	Canada
8	St Louis	Missouri	US
9	Hamilton	Ontario	Canada
10	Quebec	Quebec	Canada

TOP 10 MAJOR CITIES ECONOMIC POTENTIAL

RANK	CITY	STATE	COUNTRY
1	New York	New York	US
2	São Paulo	São Paulo	Brazil
3	Toronto	Ontario	Canada
4	San Jose	California	US
5	Buenos Aires	Buenos Aires	Argentina
6	Montreal	Quebec	Canada
7	Mexico City	México	Mexico
8	Chicago	Illinois	US
9	Los Angeles	California	US
10	San Francisco	California	US

TOP 10 MAJOR CITIES HUMAN RESOURCES

RANK	CITY	STATE	COUNTRY
1	New York	New York	US
2	San Francisco	California	US
3	San Diego	California	US
4	Los Angeles	California	US
5	Boston	Massachusetts	US
6	San Jose	California	US
7	Houston	Texas	US
8	Atlanta	Georgia	US
9	Washington	District of Columbia	US
10	Chicago	Illinois	US

TOP 10 MAJOR CITIES QUALITY OF LIFE

RANK	CITY	STATE	COUNTRY
1	Washington	District of Columbia	US
2	San Francisco	California	US
3	Calgary	Alberta	Canada
4	Vancouver	British Columbia	Canada
5	Ottawa	Ontario	Canada
6	Austin	Texas	US
7	Boston	Massachusetts	US
8	Toronto	Ontario	Canada
9	Edmonton	Alberta	Canada
10	San Jose	California	US

TOP 10 MAJOR CITIES BUSINESS FRIENDLINESS

RANK	CITY	STATE	COUNTRY
1	New York	New York	US
2	Miami	Florida	US
3	Atlanta	Georgia	US
4	São Paulo	São Paulo	Brazil
5	Lima	Lima	Peru
6	Los Angeles	California	US
7	Buenos Aires	Buenos Aires	Argentina
8	San Francisco	California	US
9	Austin	Texas	US
10	Houston	Texas	US

TOP 10 LARGE CITIES ECONOMIC POTENTIAL

RANK	CITY	STATE	COUNTRY
1	Seattle	Washington	US
2	Windsor	Ontario	Canada
3	Portland	Oregon	US
4	Querétaro	Querétaro	Mexico
5	Charlotte	North Carolina	US
6	Mississauga	Ontario	Canada
7	Las Vegas	Nevada	US
8	Raleigh	North Carolina	US
9	Cincinnati	Ohio	US
10	Pittsburgh	Pennsylvania	US

TOP 10 LARGE CITIES COST EFFECTIVENESS

RANK	CITY	STATE	COUNTRY
1	Asuncion	Gran Asuncion	Paraguay
2	San Salvador	San Salvador	El Salvador
3	Neuquen	Neuquen	Argentina
4	San Pedro Sula	Cortes	Honduras
5	San Luis Potosí	San Luis Potosí	Mexico
6	Hermosillo	Sonora	Mexico
7	Piura	Piura	Peru
8	Tuxtla Gutiérrez	Chiapas	Mexico
9	Matamoros	Tamaulipas	Mexico
10	Torreón	Coahuila	Mexico

TOP 10 LARGE CITIES INFRASTRUCTURE

RANK	CITY	STATE	COUNTRY
1	Seattle	Washington	US
2	Newark	New Jersey	US
3	Long Beach	California	US
4	Oakland	California	US
5	Windsor	Ontario	Canada
6	Halifax	Nova Scotia	Canada
7	Hamilton	Ontario	Canada
8	Brampton	Ontario	Canada
9	Mississauga	Ontario	Canada
10	Sacramento	California	US

TOP 10 LARGE CITIES FDI STRATEGY

RANK	CITY	STATE	COUNTRY
1	Victoria	British Columbia	Canada
2	Charlotte	North Carolina	US
3	Pittsburgh	Pennsylvania	US
4	Lexington	Kentucky	US
5	Hermosillo	Sonora	Mexico
6	Windsor	Ontario	Canada
7	Anchorage	Alaska	US
8	Colorado Springs	Colorado	US
9	Quebec	Quebec	Canada
10	Nashville	Tennessee	US

TOP 10 SMALL CITIES OF THE FUTURE

RANK	CITY	STATE	COUNTRY
1	Richmond	Virginia	US
2	Santa Clarita	California	US
3	Columbia	South Carolina	US
4	Richmond Hill	Ontario	Canada
5	Huntsville	Alabama	US
6	Ontario	California	US
7	Norfolk	Virginia	US
8	Jersey	New Jersey	US
9	Dayton	Ohio	US
10	Mobile	Alabama	US

TOP 10 SMALL CITIES COST EFFECTIVENESS

RANK	CITY	STATE	COUNTRY
1	Pilar	Buenos Aires	Argentina
2	Potosi	Potosi	Bolivia
3	Comodoro Riva.	Chubut	Argentina
4	Colima	Colima	Mexico
5	Guaymas	Sonora	Mexico
6	Sobral	Ceará	Brazil
7	Maracana	Rio de Janeiro	Brazil
8	Coquitlam	British Columbia	Canada
9	Longueuil	Quebec	Canada
10	Indaiatuba	São Paulo	Brazil

TOP 10 LARGE CITIES HUMAN RESOURCES

RANK	CITY	STATE	COUNTRY
1	Plano	Texas	US
2	Sacramento	California	US
3	Long Beach	California	US
4	Riverside	California	US
5	Stockton	California	US
6	Seattle	Washington	US
7	Fresno	California	US
8	Raleigh	North Carolina	US
9	Anaheim	California	US
10	Pittsburgh	Pennsylvania	US

TOP 10 LARGE CITIES QUALITY OF LIFE

RANK	CITY	STATE	COUNTRY
1	Halifax	Nova Scotia	Canada
2	Plano	Texas	US
3	Arlington	Texas	US
4	Victoria	British Columbia	Canada
5	Seattle	Washington	US
6	Saint Paul	Minnesota	US
7	Quebec	Quebec	Canada
8	Las Vegas	Nevada	US
9	Portland	Oregon	US
10	Sacramento	California	US

TOP 10 LARGE CITIES BUSINESS FRIENDLINESS

RANK	CITY	STATE	COUNTRY
1	Orlando	Florida	US
2	Las Vegas	Nevada	US
3	Seattle	Washington	US
4	Portland	Oregon	US
5	Denver	Colorado	US
6	Tampa	Florida	US
7	St Louis	Missouri	US
8	Charlotte	North Carolina	US
9	Saint Paul	Minnesota	US
10	Raleigh	North Carolina	US

TOP 10 SMALL CITIES ECONOMIC POTENTIAL

RANK	CITY	STATE	COUNTRY
1	Sunnyvale	California	US
2	Ann Arbor	Michigan	US
3	Fremont	California	US
4	Irvine	California	US
5	Cary	North Carolina	US
6	Durham	North Carolina	US
7	Boise	Idaho	US
8	Bellevue	Washington	US
9	Sherbrooke	Quebec	Canada
10	Madison	Wisconsin	US

TOP 10 SMALL CITIES HUMAN RESOURCES

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RANK	CITY	STATE	COUNTRY
1	Irvine	California	US
2	Sunnyvale	California	US
3	Pasadena	California	US
4	Thousand Oaks	California	US
5	Fremont	California	US
6	Ann Arbor	Michigan	US
7	Naperville	Illinois	US
8	Fullerton	California	US
9	Torrance	California	US
10	Cary	North Carolina	US

TOP 10 SMALL CITIES INFRASTRUCTURE

RANK	CITY	STATE	COUNTRY
1	Elizabeth	New Jersey	US
2	Oakville	Ontario	Canada
3	Tacoma	Washington	US
4	Yonkers	New York	US
5	Jersey	New Jersey	US
6	Pasadena	Texas	US
7	Alexandria	Virginia	US
8	Guelph	Ontario	Canada
9	Richmond	British Columbia	Canada
10	Vaughan	Ontario	Canada

TOP 10 SMALL CITIES FDI STRATEGY

RANK	CITY	STATE	COUNTRY
1	Huntsville	Alabama	US
2	Dayton	Ohio	US
3	Richmond	Virginia	US
4	Santa Clarita	California	US
5	Mobile	Alabama	US
6	Norfolk	Virginia	US
7	Sarnia-Lambton	Ontario	Canada
8	Cambridge	Ontario	Canada
9	St Johns	Newf'dland	Canada
10	Grand Rapids	Michigan	US

TOP 10 MICRO CITIES OF THE FUTURE

RANK	CITY	STATE	COUNTRY
1	Greenville	South Carolina	US
2	Fredericton	New Brunswick	Canada
3	Waterloo	Ontario	Canada
4	Greenville	North Carolina	US
5	Bismarck-Mandan	North Dakota	US
6	Pocatello	ldaho	US
7	Idaho Falls	ldaho	US
8	Lyons	Kansas	US
9	Kamloops	British Columbia	Canada
10	Santa Fe Springs	California	US

TOP 10 MICRO CITIES COST EFFECTIVENESS

RANK	CITY	STATE	COUNTRY
1	Alajuela	Alajuela	Costa Rica
2	Heredia	Heredia	Costa Rica
3	Santa Ana	San José	Costa Rica
4	Campana	Argentina	Argentina
5	Kamloops	British Columbia	Canada
6	Chatham	Ontario	Canada
7	Ajax	Ontario	Canada
8	Niagara Falls	Ontario	Canada
9	Brantford	Ontario	Canada
10	Wooster	Ohio	US

TOP 10 MICRO CITIES INFRASTRUCTURE

RANK	CITY	STATE	COUNTRY
1	Wilmington	Delaware	US
2	Campana	Buenos Aires	Argentina
3	Nanaimo	British Columbia	Canada
4	Waterloo	Ontario	Canada
5	Pickering	Ontario	Canada
6	Delta	British Columbia	Canada
7	Ajax	Ontario	Canada
8	Santa Fe Springs	California	US
9	Terrebonne	Quebec	Canada
10	South Gate	California	US

TOP 10 SMALL CITIES QUALITY OF LIFE

RANK	CITY	STATE	COUNTRY
1	Naperville	Illinois	US
2	Arlington	Virginia	US
3	Thousand Oaks	California	US
4	Cary	North Carolina	US
5	Sunnyvale	California	US
6	Overland Park	Kansas	US
7	Fremont	California	US
8	Bellevue	Washington	US
9	Irvine	California	US
10	Columbia	South Carolina	US

TOP 10 SMALL CITIES BUSINESS FRIENDLINESS

RANK	CITY	STATE	COUNTRY
1	Fort Lauderdale	Florida	US
2	Salt Lake City	Utah	US
3	Dayton	Ohio	US
4	Alexandria	Virginia	US
5	Richmond	Virginia	US
6	Irvine	California	US
7	Birmingham	Alabama	US
8	Bellevue	Washington	US
9	Arlington	Virginia	US
10	Scottsdale	Arizona	US

TOP 10 MICRO CITIES ECONOMIC POTENTIAL

RANK	CITY	STATE	COUNTRY
1	Waterloo	Ontario	Canada
2	Greenville	South Carolina	US
3	Plattsburgh	New York	US
4	Greenville	North Carolina	US
5	Heredia	Heredia	Costa Rica
6	Wilmington	Delaware	US
7	Meridian	ldaho	US
8	Santa Ana	San José	Costa Rica
9	Poughkeepsie	New York	US
10	Ajax	Ontario	Canada

TOP 10 MICRO CITIES HUMAN RESOURCES

RANK	CITY	STATE	COUNTRY
1	Santa Fe Springs	California	US
2	Poughkeepsie	New York	US
3	South Gate	California	US
4	Gahanna	Ohio	US
5	Plattsburgh	New York	US
6	Greenville	North Carolina	US
7	Beloit	Wisconsin	US
8	Yuma	Arizona	US
9	Greenville	South Carolina	US
10	Waterloo	Ontario	Canada

TOP 10 MICRO CITIES QUALITY OF LIFE

RANK	CITY	STATE	COUNTRY
1	North Vancouver	British Columbia	Canada
2	Meridian	ldaho	US
3	Waterloo	Ontario	Canada
4	Delta	British Columbia	Canada
5	Nanaimo	British Columbia	Canada
6	Fredericton	New Brunswick	Canada
7	Langley	British Columbia	Canada
8	Red Deer	Alberta	Canada
9	Repentigny	Quebec	Canada
10	Pickering	Ontario	Canada

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TOP 8 MICRO CITIES FDI STRATEGY

RANK	CITY	STATE	COUNTRY
1	Fredericton	New Brunswick	Canada
2	Kamloops	British Columbia	Canada
3	Greenville	South Carolina	US
4	Pocatello	ldaho	US
5	Greenville	North Carolina	US
6	Idaho Falls	ldaho	US
7	Bismarck-Mandan	North Dakota	US
8	Lyons	Kansas	US

TOP 10 MICRO CITIES BUSINESS FRIENDLINESS

RANK	CITY	STATE	COUNTRY
1	Waterloo	Ontario	Canada
2	Santa Fe Springs	California	US
3	Wilmington	Delaware	US
4	Idaho Falls	Idaho	US
5	Ogden	Utah	US
6	Poughkeepsie	New York	US
7	Plattsburgh	New York	US
8	Meridian	Idaho	US
9	Pocatello	Idaho	US
10	Wooster	Ohio	US



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CITY SIZE CLASSIFICATION

MAJOR CITIES

Population more than 750,000

LARGE CITIES

Population more than 250,000 but less than 750,000

SMALL CITIES

Population more than 100,000 but less than 250,000

MICRO CITIES

Population less than 100,000

METHODOLOGY

fDi Cities of the Future shortlists are created by an independent collection of data by the fDi Intelligence division on 405 cities across North and South America. This information was set under six categories: Economic Potential, Human Resources, Cost Effectiveness, Quality of Life, Infrastructure and

Business Friendliness. A seventh category was added to the scoring - FDI promotion strategy. In this category, 100 cities submitted details about their promotion strategy and this was judged and scored by our independent judging panel.

Cities scored up to a maximum of 10 points under each individual criteria which were weighted by

importance to give the overall scores.

The **fDi** Intelligence division compiled the majority of the data for the American Cities of the Future ranking with the exception of the FDI promotion strategy. For this category information was submitted by individual cities and scored by our independent judging panel.

JUDGING CRITERIA

ECONOMIC POTENTIAL

- Population
- Population forecast
- GDP
- GDP per capita
- Unemployment rateTotal outward FDI
- Proportion of outward FDI per 100,000
- population

 Total inward FDI
- Proportion of inward FDI per 100,000
- population
 Number of patents
- Growth in number of patents
- Proportion of patents per 100,000 population
- FDI in R&D and DDT
- FDI in manufacturingNumber of mega projects (capex)
- Number of mega projects (jobs created)
- Capital expenditure on R&D projects
- Global competitiveness index
- Inflation

(Information collected by fDi Benchmark)

COST EFFECTIVENESS

- Average ann. salary for unskilled worker
- Average ann. salary for semi-skilled workerAverage ann. salary for a skilled worker
- Average ann. office rent for a prime citycentre location
- Average ann, rent for a factory/ industrial unit in a prime location
- Average price of three-bedroom houseCost of electricity 3-star/4-star hotel room price
- Petrol prices Minimum wage
- Cost of registering property
- Cost to export
- Cost to import Cost of establishing a business
- Corporation tax state

 Corporation tax – country (Information collected by fDi Benchmark)

HUMAN RESOURCES

- Unemployment rateNumber of 'world top-500' universities
- Number of colleges and universities
- Top business schools
- Labour force with tertiary education
- Brain drain
- (Information collected by fDi Benchmark)

QUALITY OF LIFE

- Life expectancy at birth
- Infant mortality rate
- Hospital beds per 1000 population SAT scores
- Tertiary education
- · Adult literacy rate
- GDP (PPP) per capita
- Unemployment ratePercent below poverty line
- Household income
- · Perception of corruption
- · Crime rate
- Download speed (Information collected by fDi Benchmark)

INFRASTRUCTURE

- Upload speed
- Download speed
- Number of airports serving the city
- Distance to the nearest airportNo. of international destinations served
- Port size World port rankings – cargo volume
- World port rankings container traffic
 Logistics performance index
- Network readiness index
- Environmental performance (Information collected by fDi Benchmark)

BUSINESS FRIENDLINESS

 Total companies within high-tech manufacturing sector

- Total companies within high-tech service sector
- Total companies within the knowledge based sector
- Proportion of companies within high-tech manufacturing sector per 100,000 population
- Proportion of companies within high-tech service sector per 100,000 population
- Proportion of companies within the knowledge-based sector per 100,000 population
- Growth of companies within high-tech manufacturing sector
- Growth of companies within high-tech service sector Growth of companies within the
- knowledge-based sector
- Number of jobs created by all inward FDI
 The Banker's Top 1000 World Banks
- Days taken to start a business
- Firing costs
- Ease of Doing Business Index Economic Freedom Index
- Corruption Perception Index
- Free-trade agreements
- Strength of Investor Protection IndexCredit rating

(Information collected by fDi Benchmark)

FDI PROMOTION STRATEGY

- Number of staff dedicated to promoting and facilitating inward investment and systems/programmes in place to train staff and measure performance
- Key initiatives implemented
- Information on high-growth sectors offering potential for inward investment
- Incentives available to inward investors
 Major infrastructure and planning projects
- The vision for achieving the location's full FDI potential and why it is a location of the future

(Information provided by cities and judged by our judging panel)